



Army Knowledge Management (AKM)



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Outline

- **Army Knowledge Management (AKM)**
- **AKM – SA/CSA Memo**
- **AKM CIO Guidance Memo**
- **AKM Guidance and You**
- **Summary**



Army Knowledge Management

"Army Knowledge Management is the "killer app" or strategic transformer for the Internet Age Army. It will deliver improved information access and sharing, while providing the infostructure capabilities across the Army so that warfighters and business stewards can act quickly and decisively. AKM connects people, knowledge, and technologies. It is this connection that leads to innovation and breakthrough thinking for the Army of the future."

LTG Peter M. Cuvillo
Army CIO, 10 Jul 01



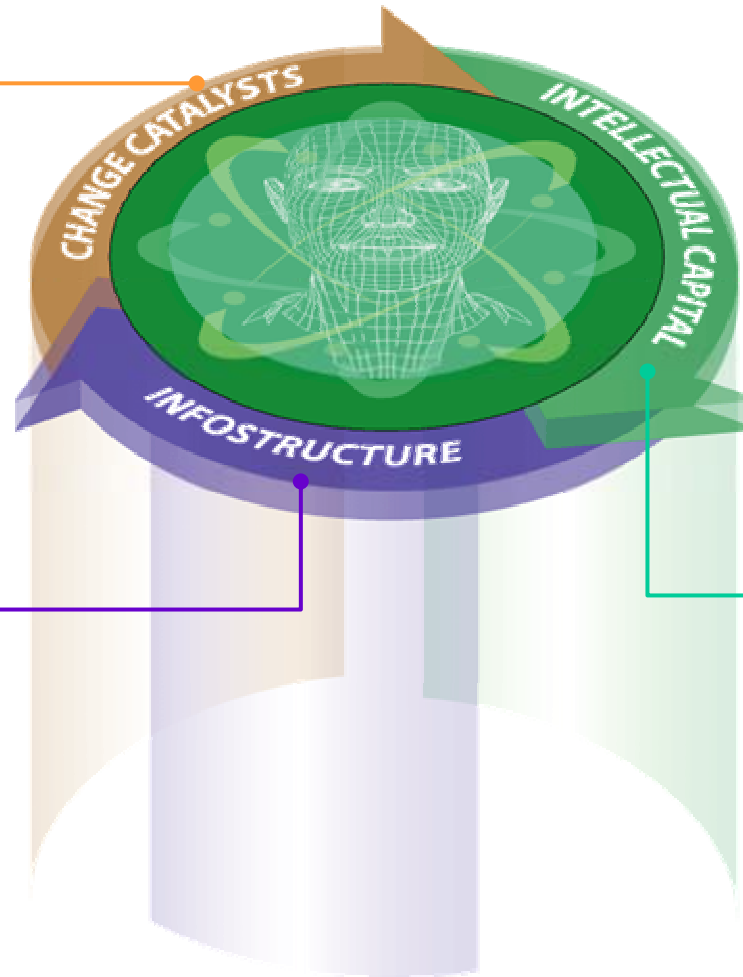
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Army Knowledge Management Framework

The Knowledge-Based Organization

The policies, resources, management, culture, processes, and education that are required to optimize an adaptive organization and enterprise net-centric environment

The information technology (computers, software, architecture, security, communications, programs and facilities) required to support the network-centric Army



[VISION]

A transformed Army, with agile capabilities and adaptive processes, powered by world class network-centric access to knowledge, systems, and services, interoperable with the Joint environment

Individual, team, and enterprise knowledge, systems, services and workforce strategies that are necessary to improve operations and decision making



U.S. Army Knowledge Management Strategy

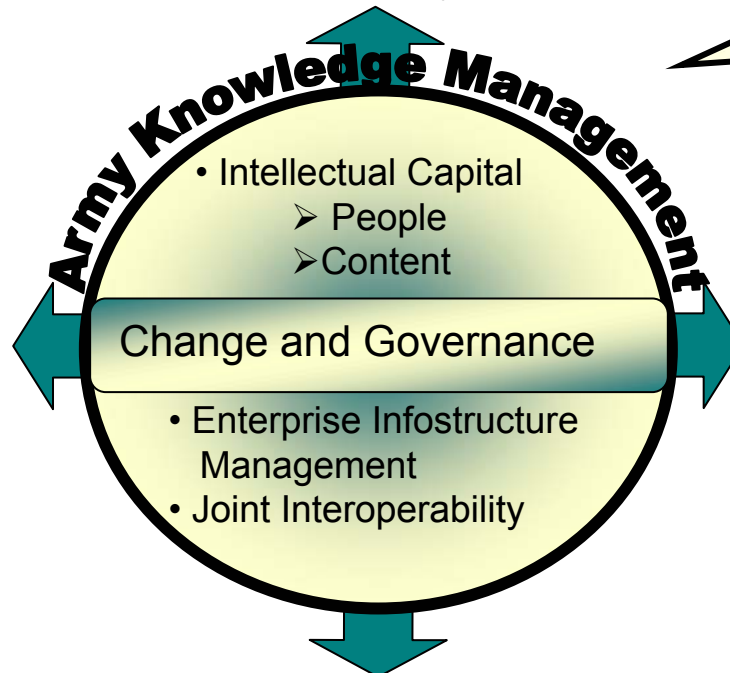
Knowledge Generation

- Knowledge centers
- Virtual teams/projects
- Collaborative capabilities
- Enterprise memory



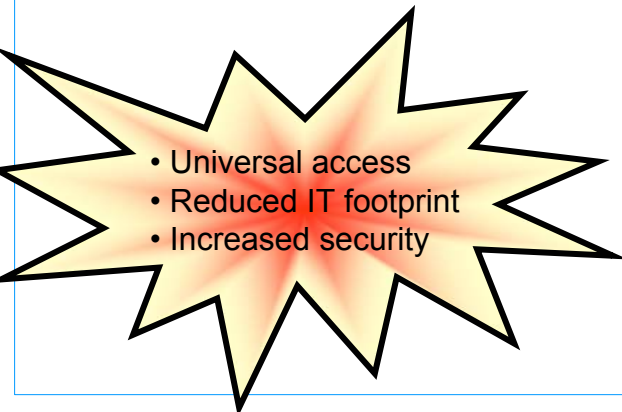
Mission Operations

- Streamline and webify functions
 - Command and Control
 - Logistics
 - Personnel
 - Intell
 - Medical, etc.
- Army ↔ DoD/govt. extranets
- Army ↔ Industry extranets



Information Delivery

- AKO – The Enterprise Portal
- Self service applications
- Archival & retrieval services
- E-Learning



Technology Management & Innovation

- | | |
|-------------------------------------|------------------------|
| • Information security technologies | • Bandwidth management |
| • Network operations | • Wireless devices |
| • Common Access Card | • Web mail |
| • WIN2K Active Directory | • Biometrics |



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AKM Improves Army Mission Capabilities

- **Enterprise infostructure management permits:**
 - Technology agility in meeting changing mission requirements
 - Economies of scale in acquiring, operating and maintaining infostructure components and programs
 - Reduced IT footprint which increases security, helps alleviate IT worker shortages and eases configuration control of equipment and systems
- **Network-centric communications provide better information access and speed**
- **Best Business Practices**
 - Share information across boundaries
 - Find innovative ways for conducting Army business
- **Universal AKO capability provides one stop access and services for:**
 - Soldiers and civilians to conduct business and access information
 - Web-basing functional business; e.g., logistics, personnel, finance, etc.
- **Army CIO Executive Board approves IT initiatives for:**
 - Centrally managed funds
 - Funds from other sources
- **Human Capital**
 - Provide learning opportunities, career building tools, and mentoring relationships to military/civilians
 - Reshape workforce



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Army Knowledge Management

- **Strategic Plan**
 - Feb 01 – SA and CSA approved AKM vision and goals
 - Feb-Jun 01 – AKM Strategic Plan coordinated with the Army CIO Executive Board
 - Aug 01 – Endorsed by the SA and CSA
 - Available at <http://www.us.army.mil/akm/>
- **SA and CSA AKM Guidance Memorandum Number 1**
 - Signed 8 Aug 01
 - Provided the strategy for enterprise information management
 - CIO AKM guidance implementation memorandum completed for goals 2-5, pending for goal 1

AKM Strategic Goals*

- 1. Adopt governance and cultural changes to become a knowledge-based organization**
- 2. Integrate knowledge management concepts and best business practices into Army processes to improve performance**
- 3. Manage the infostructure as an enterprise to enhance capabilities and efficiencies**
- 4. Scale Army Knowledge Online as the Enterprise Portal to provide universal, secure access for the entire Army**
- 5. Harness human capital for the knowledge organization**

** Secretary of the Army and Chief of Staff AKM Guidance Memo, dtd 8 August 2001*

Goal 1: Governance and Cultural Changes

- **Intent:** Enterprise management of IT resources. No more “islands of automation.” Invest in the Army strategy.
- **Completed:**
 - Army CIO Executive Board established
 - AKM Strategic Plan approved by SA and CSA
 - AKM included in Transformation Campaign Plan and PPBS
- **Next Steps:**
 - Effective FY02, Army Information Technology (IT) initiatives will be reviewed by the CIO Executive Board
 - IT investments that are not in concert with Goal 3 and 4 will be curtailed.
 - Quarterly implementation reports provided to SA and the CSA
 - Developing new Web policies on OPSEC, email attachments, and information security

Goal 2: Knowledge Management and Best Business Practices

- **Intent:** Innovation, knowledge sharing, best business practices
- **Completed:**
 - First Army Knowledge Management symposium, April 2001
 - 43 knowledge centers on AKO
 - Driving change through participation in the DoD Business Initiatives Council
 - Received over 90 Best Business Practices (BBP) from Army commands to share across the enterprise
- **Next Steps:**
 - Continue outreach to Army commands and industry
 - Select a BBP for Army-wide enterprise export
 - Army/NDU co-sponsor “IT solutions for Challenges Facing the 21st Century” conference, 13-14 Nov 2001
 - Industry CTOs meet with Army transformation program counterparts to discuss emerging technologies
 - Army Knowledge Conference, 1-5 April 2002

Goal 3: Manage the Infostructure as an Enterprise

- Intent: Transform from local ownership and operation of the infostructure to enterprise management and operation
- Completed:
 - Army teams met with industry vendors, Navy, Air Force, and DISA
 - Commands identified infostructure baseline and consolidation initiatives
 - Army moving toward a single IM/IT operations and management authority
 - Completed District of Washington (MDW) – first AKM implementation
 - RFI released to industry, Aug 2001; over 60 responses received, Oct 2001
 - Began consolidation of Pentagon infostructure



Goal 3: Manage the Infostructure as an Enterprise

- Next Steps:
 - Evaluate RFI responses, command consolidation initiatives, and overall Army infostructure enterprise management requirements to determine best acquisition strategy
 - Complete MDW AKM implementation
 - Establish and implement the Windows 2000/Active Directory Army enterprise architecture
 - Implement the single IM/IT operations and management authority



Goal 4: Establish AKO as the Enterprise Portal

- **Intent:** The Army will conduct the majority of its internal business via the web through AKO and AKO-SIPRnet by July 2002
- **Completed:**
 - 644,230 customers (31 Oct)
 - Robust set of capabilities with enhanced security
 - Available on both the NIPRnet and SIPRnet
 - Introduced a new, customer-centric portal, 17 Oct
 - Increased bandwidth to accommodate more users
 - Enhanced the logic and scalability of the registration process; results are easier and speedier access
 - Help desk coverage now 24x7

Goal 4: Establish AKO as the Enterprise Portal

- **Next Steps:**

- Continue to provide AKO accounts to all Army Active Duty military, civilian, Army National Guard, and Army Reserve individuals
- Functional and command managers must:
 - Streamline business processes and webify applications on AKO
 - Link applications to AKO by July 2002 or obtain a waiver from the Army CIO link
- Continue to improve capacity, scalability, and security capabilities
- Work with Army customers to provide individuals and organizations with collaborative and information rich tools and methods
- Incorporate Common Access Card and PKI capabilities into AKO

Goal 5: Harness Human Capital for the Knowledge Organization

- Intent: Continuously create and enhance a network-centric, knowledge based workforce
- Completed:
 - Civilian training with industry program with IT companies
 - Information assurance training for over 6,000 individuals
 - Special pay rate and new job series for IT workers
 - Recruiting bonuses for college graduates and selective reenlistment bonuses in MOS 74B
 - Army Knowledge Leaders Program at HQDA
- Next Steps:
 - Provide military and civilian individuals with the learning opportunities, career-building tools, and mentoring relationships to improve their value to the Army and the Nation*
 - Submit innovative ideas and initiatives submitted to the Army CIO for reshaping the workforce – 31 Dec 01

Army Distance Learning

“To improve readiness by the delivery of standardized individual, collective, and self-development training to soldiers and units any time and any place through the application of multiple means and technologies.”



1996

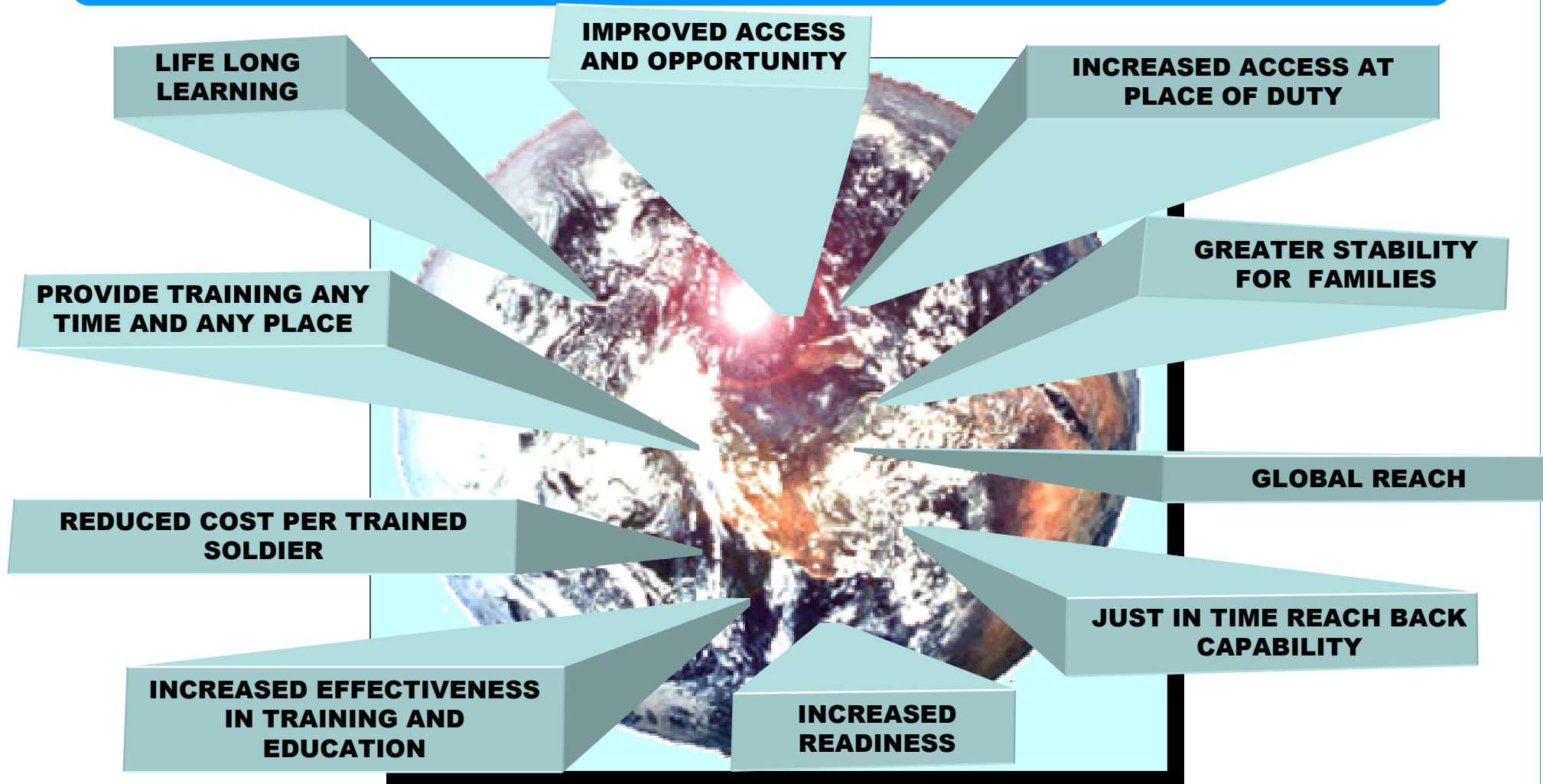


2010



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DL Vision

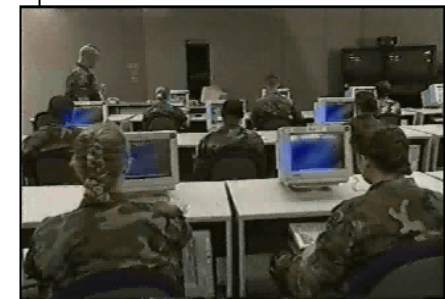


Deliver high quality, individually tailored, and cost effective training and education to soldiers and leaders anywhere, anytime through an integrated network of technological capabilities and processes



Future Strategy

- **High/Low Technology Mix**
- **Digital Training Facilities:**
 - Simulations and media rich courseware is easily delivered to DTF (high bandwidth)
 - Proctored testing
 - Guaranteed access to those soldiers without computers
 - Easier security control (firewalls)
 - Desk top VTT (better group-instructor collaboration)
- **Home & Work Computers (Internet)**
 - Compressing courseware for low bandwidth delivery at home or work
 - Easier, more convenient access



AKO - Army's Enterprise Portal

AKO Today

- Transitioned to COTS 3rd generation portal – 17 Oct
- Rate of user growth: peaked at 30,000 customers per day; currently 4000/day
- Over 3000 links
- Two data warehousing initiatives, Army Flow Model and the Financial Management Data Sharing Initiative
- Robust set of KM capabilities
 - Web email
 - 3 search engines
 - Over 40 knowledge centers
 - Push technology
 - Rule-based scenarios for KM
 - Encrypted Instant Messaging
 - White Pages
 - News feeds
 - Functional pages
- Functionality is well targeted to specific customer groups.



AKO - Army's Enterprise Portal

AKO Tomorrow – End State

- World-wide capability based on an enterprise integrated infostructure
 - Scalable to the enterprise...plus
 - Enterprise-managed
 - Distributed portal architecture/topography
 - Compatible with DOD PKI/CAC
 - Integral part of the Global Information Grid
 - Gateway to Army applications
 - Functional and user level performance metrics
 - Be the focus for structured and non-structured data/information
 - Portal of portals
 - Functional pages-owned and managed by the functional proponents
- Capabilities
 - Rich web mail (integrated)
 - Group calendaring (integrated)
 - Customization with personalization
 - Individual
 - Unit
 - Functional content managers
 - Managed content for the enterprise
 - Access to mission critical/mission essential Webified applications
 - Collaborative tools
 - Knowledge centers
 - Wireless access
 - Self service applications
 - Push technology
 - Access to archived material

CIO AKM Implementation Guidance

Key Points

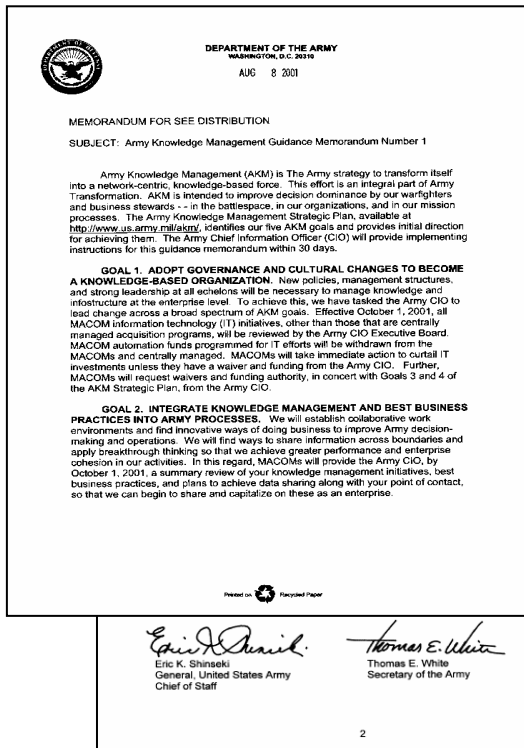
- CIO AKM guidance implementation memorandum completed for goals 2-5, pending for goal 1
- Implementation guidance contains metrics for each goal that are to be reported weekly to the CSA
- Effective 1 Oct 01 all IT initiatives will be validated by the Army CIO Executive Board

The AKM Guidance Memo & You

- 10 Sep 01: MACOMs report infostructure baselines and IT initiatives to Army CIO
- 01 Oct 01:
 - AKO accounts for all Army individuals
 - BBP and KM initiatives provided to Army CIO
 - Curtail IT initiatives not approved, funded, or waived by the Army CIO Executive Board
- 01 Nov 01
 - Draft enterprise infostructure consolidation strategy provided by Army CIO
- 31 Dec 01: Provide innovative ideas for reshaping the workforce to Army CIO
- 01 Feb 02: Complete MDW first implementation of enterprise consolidation strategy
- Jul 02:
 - Streamline and webify MACOM applications
 - Link applications to AKO or obtain waiver – Army CIO
- 01 Oct 02: Army infostructure consolidated



AKM Summary



• **AKM is the Army strategy to transform itself into a network-centric, knowledge based force.**

➤ **Governance & Culture for a Knowledge Based Organization**

➤ **Best Business Practices and Knowledge Management**

➤ **Manage the Infostructure at the Enterprise Level**

➤ **AKO as the Enterprise Portal**

➤ **Harness Human Capital**

18 Sep 2001 AKM Implementing Instructions

• **CIO Executive Board will review all C4/IT initiatives**

➤ **Resource review process will include all Command, Control, Communications, and Computer initiatives**

➤ **C4/IT initiatives, to include those in support of both the tactical and Institutional Army**



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Army Enterprise Information Technology (AEIT)

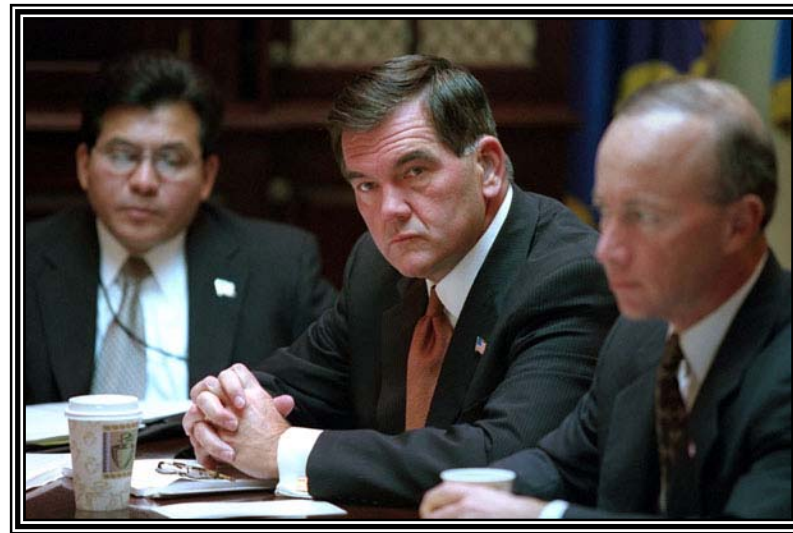
Next Steps

- RFI Evaluation and Assessment (Oct – Jan 2002)
- Army develops requirements, architecture and acquisition strategies (Jan – Jun 2002)
 - Architecture requirements
 - Quality of service levels/metrics
 - Investment strategies
 - DOD coordination
 - Knowledge sharing
 - Information security
 - Quick wins



Homeland Security

On 8 Oct 2001, the President established the Office of Homeland Security headed by the Assistant to the President -- Governor Tom Ridge.



Homeland Security

The Office will work with executive departments and agencies, state and local governments, and private entities to ensure the adequacy of the national strategy for detecting, preparing for, preventing, protecting against, responding to, and recovering from terrorist threats or attacks within the United States.



Homeland Security - Army

- The Secretary of the Army is the Executive Agent for DoD – roles and responsibilities still being developed
- The Army National Guard has been identified as the organization to receive the information and share the data with the state governments.
- Army is working with the Initiative for State Infrastructure Protection (ISIP) working group to formulate a national level policy for information assurance of critical infrastructure
- The ISIP working group is chaired by the Commerce Department and includes representatives from the National Infrastructure Protection Center(NIPC), the Federal Emergency Management Agency (FEMA), the Department of Energy, and the Office of the Secretary of Defense.
- The DOD Information Assurance & Vulnerability Assessment (IAVA) process and information is one of the first to be exchanged with the States.

Summary

- Army Knowledge Management: Strategic transformer for enterprise C4/IT management
- 9-11: Many opportunities from a national tragedy
- Army-industry partnerships: Essential for successful mission completion



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Summary

“The problems that exist in the world today cannot be solved by the level of thinking that created them.”

Albert Einstein

